

Survey of The Effect of Quality of Worklife on the Effectiveness of Five-Star Hotels in Nigeria

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ABSTRACT: *The study conducted a survey to examine the impact of quality of work life on the effectiveness of Five-Star hotels in Nigeria. It was premised on Psychological Contract theory which underscored mutual expectations from the employers and the employees at the workplace. Cross-sectional research design was adopted for the study involving the study population was 3110 employees of Five-Star hotels who were purposively selected. The sample of 355 was randomly drawn from the population and determined by the application of Taro Yamane formula. The study found that growth on the job, healthy environment and compensation rank as the most important factors for the enhancement of organizational effectiveness in the Nigerian hotel sector in that descending order of importance. Other important factors in the hotel industry that place second on employees' scale of preference are the development of human capabilities, constitutionalism and total life space of the employees. However, some factors such as social relevance and social integration are not important to the employees to motivate them work harder towards the enhancement of organizational effectiveness in the hotel sector in Nigeria. The study recommended that Staff compensation should be given serious attention if the hotel sector in Nigeria is to sustain its level of organizational effectiveness; healthy work environment is crucial to the enhancement of organizational effectiveness in the Nigerian hotel sector. Consequently, the standard of hygiene and cleanliness in hotels should be kept high as expected; the management and owners of hotels in Nigeria should prioritize staff growth on the jobs they do. In fact it should rank topmost on their priority scale if their target is to achieve organizational effectiveness, among others.*

KEY WORDS: survey, QWL, organizational effectiveness, five-star hotel

INTRODUCTION

In today's world where technology has taken over the human resource functions, particularly in the manufacturing sector with its accrued benefits, it might be assumed that the human resource has minimal impact on productivity in the sector. However, this is not completely true since it is labour that facilitates output in the sector. In the service industry too, there has been service delivery improvements due to technological adoptions, but this cannot be achieved without a competent workforce.

The effectiveness of the hotel industry therefore, depends largely on the human resource. Hence to achieve the desired level of effectiveness, hotels need to provide a good working environment for employees, human capital development, security and fair compensation, among others in order to enable them deliver quality services to the customers, which will consequently result to organizational effectiveness. From the foregoing, the importance of quality of work life (QWL) in influencing organizational effectiveness cannot be overemphasized.

However, the hotel industry in Nigeria does not necessarily make the needs satisfaction of their employees' a priority. This is evident by the insignificant wages and salaries paid to the employees (Zohir, 2007) and the poor working condition in the industry (Agba, 2007; Asikhia, 2010; Ademakin, 2011). On the basis of the foregoing, the industry has continuously witnessed high labour turnover. This is in indeed, an indictment of poor quality of work life in the industry.

The relationship between QWL and organizational effectiveness is controversial. Some studies have indicated that it is positively significant. Other studies have depicted a moderate relationship while to some the relationship is weak. Consequently, there is need for radical research to empirically test the relationship between QWL and organizational effectiveness in the hotel industry, particularly in Nigeria.

Consequently, Walton proposed eight dimensions on QWL as adequate and fair compensation; safe and healthy environment; growth and security; development of human capabilities; the total life space; constitutionalism; social integration; and social relevance. This study has adopted and modified these dimensions as follows: compensation, healthy environment, growth on the job, constitutionalism, total life space, social relevance, social integration and development of human capabilities. The study therefore, ascertained effect of the modified factors on the effectiveness of Five-Star hotels in Nigeria. The question that prompted this study is therefore, whether the ineffectiveness of the hotel industry as reported in Nigeria will be resolved with the adoption of the principle of QWL by hotel operators.

THEORETICAL AND CONCEPTUAL FRAMEWORKS

The theoretical underpinning and brief conceptual overview of the study are given in this section.

Theoretical Framework

The study is premised on Psychological Contract theory which ascribed the intangible aspects of the contractual relationship that exist between psychoanalysts and patients. It was later translated to the work setting where it underscored the existence of an unwritten and implicit contract or mutual expectation between employees and their employers.

According to the theory, each employee has expectations about such things as salary or pay rate, working hours, benefits and privileges that go with a job; the organization also has more implicit, subtle expectations that the employee will enhance the image of the organization, will be loyal, will keep organizational secrets and will do his or her best.

Hence modern organizations such as Five-Star hotels cannot succeed unless the people they employ agree to contribute to their mission and survival. It is therefore expedient that to ensure

organizational effectiveness particularly in the hotel industry, the rewards advanced by the employers must be perceived to be satisfactory by the employees.

Conceptual Framework

Sirgy (2010) captures QWL as involving the impact of the workplace on satisfaction in work life, non-work life domains and with overall life. Danna and Griffin (2009) defines it as a hierarchy of concept that includes non-work domains such as life satisfaction, job satisfaction and more work-specific facets of job satisfaction including such things as pay, co-workers and supervisor. Walton (1974) explains QWL in terms of eight broad conditions of employment that constitute desirable QWL and proposed the eight criteria for measuring it. Those conditions/criteria include: adequate and fair compensation; safe and healthy environment; growth and security; development of human capabilities; the total life space; constitutionalism; social integration; and social relevance. Organizational effectiveness (OE) another important concept of the study is a complex concept with no generally agreed definition. However, a few studies have attempted to provide a definition of OE (Mohr, 2008), including Seashore and Yuchtman (2010), who view effectiveness as the ability of the organisation to exploit the environment in the acquisition of critical resources, and Price (1968) who defines effectiveness as the degree of goal achievement. The approaches to measuring OE will not be expedient using either a financial or non-financial approach independently. Hence, both approaches will be adopted for the study involving profitability and productivity.

METHODOLOGY

The cross-sectional research design was adopted for the study. The study population was 3110 employees of the purposively selected Five-Star hotels in Nigeria. The population is shown in Table 1.

Table 1: Five Star Hotels and Employees' Population in Nigeria

S/NO	Location	Five Stars Hotels	Population of Hotel Employees
1.	Abuja	Transcorp Hilton Hotel	680
2.	Abuja	Sheraton Hotel	720
3.	Lagos	Eko Hotel & Suites	680
4.	Lagos	Intercontinental Hotel	710
5.	Port Harcourt	Hotel Presidential	320
Total			3110

Source: *Statistical Departments of the selected hotels*

The sample was randomly selected while the sample size of 355 was determined using Taro Yamane formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

where:

n = The required sample size

$1 = \text{constant}$

$N =$ The population size

$e =$ The level of significance which indicates the confidence the researcher has on the sample that the sample elements drawn from a normal population have all the characteristics w_2 of the population and therefore, a reflection of that population ($e=5\%$ or 0.05).

Therefore, the sample size is computed thus:

$$n = \frac{3110}{1 + 3110(0.05)^2} = 355$$

Table 2: Study Sample

S/NO	Location	Five Stars Hotels	Individual Determination	Sample Size
1.	Abuja	Transcorp Hilton Hotel	$355 \times 680 \div 3110 = 78$	
2.	Abuja	Sheraton Hotel	$355 \times 720 \div 3110 = 82$	
3.	Lagos	Eko Hotel & Suites	$355 \times 710 \div 3110 = 81$	
4.	Lagos	Intercontinental Hotel	$355 \times 680 \div 3110 = 78$	
5.	Port Harcourt	Hotel Presidential	$355 \times 320 \div 3110 = 36$	
Total			355	

Source: Author's computations

were collected using structured questionnaire to 355 staff of Five Star hotels in Nigeria. Multiple linear Regression was used to analyze data. The generalized model used was based on the assumption that Hotels effectiveness is dependent on Quality of Work Life of the employees. This model can be depicted as follow:

$$OE = f(\text{COMP} + \text{HEN} + \text{GOJ} + \text{CON} + \text{SRE} + \text{TLS} + \text{SOI} + \text{DHC}) \dots \dots \dots (i)$$

This is an implicit form of the model. The explicit form is stated thus:

$$OE = b_0 + b_1\text{COMP} + b_2\text{HEN} + b_3\text{GOJ} + b_4\text{CON} + b_5\text{SRE} + b_6\text{TLS} + b_7\text{SOI} + b_8\text{DHC} + U_t \dots (ii)$$

Where: OE = Organizational Effectiveness; COMP = Compensation; HEN = Healthy Environment; GOJ = Growth on the job; CON = Constitutionalism; SRE = Social Relevance; TLS = Total Life Space; SOI = Social Integration; DHC = Development of Human Capacities; U_t = Error term; b_0 = Regression intercept; $b_1, b_2, b_3, b_4, b_5, b_6, b_7, b_8$ = Parameter estimates; *a-priori* Expectations: $b_1 > 0, b_2 > 0, b_3 > 0, b_4 > 0, b_5 > 0, b_6 > 0, b_7 > 0, b_8 > 0$.

RESULTS AND DISCUSSION

The impact analysis of the relationship is shown below:

Table 3: Impact Analysis of Quality of Work Life on Organizational Effectiveness in the Nigerian Hotel Industry

	DV	Intercept	IVs	Error Term
Parameters	OE	-14.583	0.790COMP + 0.817HEN + 0.835GOJ + 0.392CON + 0.251SRE + 0.344TLS + 0.316SOI + 0.725DHC	Ut
R	0.802			
R ²	0.643			
R ⁻²	0.671			
D-W	1.917			

Source: SPSS (V.21) Computations

The results of regression analysis presented in Table 3 show a positive relationship between all the dimensions of quality of work life and organizational effectiveness in the Nigerian hotel sector. An increase in compensation (COMP) by one percent causes organizational effectiveness (OE) to improve by 79.0 percent holding all other variables constant. This means that equal pay for equal work, correspondence of the payments to the social criteria and staff criteria stimulate employees to work harder for the organizations thereby, resulting to enhancing its effectiveness. According to Walton (1974), the fundamental driving force behind work regardless of type of organization, is to earn a living. It is therefore, plausible that QWL is affected by the extent to which this goal is achieved, (Walton, 1974).

Similarly, the results showed that an increase in healthy environment (HEN) by one percent leads to 81.7 percent increase in the level of organizational effectiveness (OE) holding all other variables constant. This means that an increase in the level of safe working conditions from a physical point of view and logical working hours in the hotel sector improves organizationaleffectiveness. It is widely accepted that employees should not be exposed to working conditions that can adversely affect their physical and mental health (Orpen, 2011).

Also, an increase in the level of growth on the job (GOJ) of the employees by one percent causes organizational effectiveness to increase by 83.5 percent holding all other variables constant. This implies that the career development practices used within the organization such as placing clear expectations on employees on their expectations and succession plans, result to an improvement in the overall effectiveness of the organization. In early stages of their careers, individuals are often willing to sacrifice their personal lives in the interests of their career progression. Research also suggests that career tenure and total tenure in one's occupation are positively related to career achievement (Judge & Bretz, 1994). Thus, having contingency job experiences as most hospitality workers do will negatively predict career success and consequently affect organizational effectiveness negatively.

Results showed that an increase in the level of constitutionalism by one percent leads to 39.2 percent increase in the level of organizational effectiveness holding all other variables constant. This means the extent to which work organizations have set up formal procedures to protect the individual worker from arbitrary and capricious actions by employers will determine about 39 percent of the extent to which organizational effectiveness will be enhanced. This finding agrees with that of Odhiambo and Ochieng (2012) who studied the effect of employee quality of work life on constitutionalism in Nigerian hotel industry's effectiveness and arrived at the conclusion that employee constitutionalism has a positive significant relationship with organizational effectiveness.

From the result presented, an increase in the level of social relevance by one percent will result to 25.1 percent increase in the level of organizational effectiveness holding all other variables constant. This means work organizations that have beneficial consequences and are accorded more prestige tend to enhance higher organizational effectiveness than those whose actions are felt to have injurious or harmful consequences. According to Walton (1973), organizations, which do not act in a socially responsible manner inevitably cause-increasing numbers of their employees to depreciate the value of their work and careers, which in turn, affect their self – esteem.

Moreover, results of the study revealed that an increase in social integration (SOI) by one percent will result to the increase in organizational effectiveness by 31.6 percent holding all other variables constant. This means that the more the organization is able to create a suitable atmosphere for work that firstly reinforces the feeling of attachment of the staff and secondly reinforces this feeling in them that they are needed by the organization, the more the organizational level is enhanced. Walton (1974) and Orpen (1981) stressed the importance of social interaction as another determinant of QWL.

When development of human capabilities (DHC) increases by one percent, organizational effectiveness (OE) will increase by 72.5 percent holding all other variables constant. This means if jobs contain the features that would allow employees the opportunity to use and develop their human capacities, their level of contribution to the overall effectiveness of the organization will increase by more than 70 percent. According to Berta (2001), these features include autonomy, skill variety, task significance and feedback, meaningfulness and wholeness. Literature pertaining to training in the tourism industry is fairly limited; however, most existing research indicates that employees perceive training positively.

If all the independent variables are held constant, organizational effectiveness will decline by more than -14.503 percent. This means that quality of work life is essential for organizational effectiveness in the Nigerian hotel sector.

The correlation between the dependent and the independent variables is 0.802, which shows a strong relationship of 80.2 percent between the dependent and the independent variables. The coefficient of determination index is 0.643, meaning that compensation, healthy environment, growth on the job, constitutionalism, social relevance, total life space, social integration and

development of human capabilities account for 64.3 percent of the variations in organizational effectiveness. Thus, the model has an explanatory power of 64.3 percent, leaving out 35.7 percent of other variables not accounted for in the model. These other variables are summed up in the error term and added to the model.

The Durbin Watson(D-W) value of 1.917 can be approximated to 2.00, which implies the absence of serial errors in the data used. Since the value is less than 2.00 by asymptocism, it means that the sum of errors is positively auto-correlated. Thus the data used in the study is highly dependable.

CONCLUSION AND RECOMMENDATIONS

Generally, quality of work life has effect on organizational effectiveness in the Nigerian hotel sector. In particular, growth on the job, healthy environment and compensation rank as the most important factors for the enhancement of organizational effectiveness in the Nigerian hotel industry in that descending order of importance. These three variables constitute the fulcrum of effectiveness in the hotel sector and considered to be the top priorities of hotel sector employees in Nigeria. In addition, other important factors in the hotel industry that place second on employees' scale of preference are the development of human capabilities, constitutionalism and total life space of the employees. In other works, apart from these employees' desire to work in an organization that has high career progression prospects with a healthy surrounding environment and a good pay, they also desire to work in the organization that has a good policy on staff training and development, respect for rights of the employees and has a flexible schedule that has some free periods for the employees to take care of themselves and family.

However, some factors such as social relevance and social integration are not important to the employees to motivate them work harder towards the enhancement of organizational effectiveness in the hotel industry in Nigeria. In simple terms, the level of employees' commitment to organizational effectiveness is not affected by the level of organizations' ability to channel its resources to corporate social responsibility (CSR) programmes and projects. The extent of interaction among the staff or between the staff and the management also does not determine the enhancement of organizational effectiveness in the Nigerian hotel industry.

Policy thrust in the hotel industry should therefore in the first order requirement, focus on employees' growth, environmental health and employees' compensation. In the second order requirement, such policies should include staff training and development for skill acquisition and development of capacities, rules and regulation regarding employees' rights and privileges as well as a flexible work schedule.

The following recommendations are made on the basis of study findings:

1. Staff compensation should be given serious attention if the hotel sector in Nigeria is to sustain its level of organizational effectiveness. Compensations such as payment of adequate salaries and wages, bonuses, allowances such as alimentations, transport and other grants due to staff should be taken seriously by the management. The management must understand that

financial reward is a good predictor of staff motivation in the Nigerian hotel industry and if no adequate attention is paid to the financial rewards, especially in the period of harsh economic conditions as is being experienced in the country today, there will be very high possibility that the level of organizational effectiveness that is currently in the sector will decline.

2. Healthy work environment is crucial to the enhancement of organizational effectiveness in the Nigerian hotel sector. Consequently, the standard of hygiene and cleanliness in hotels should be kept high as expected. The hotel industry accommodates guests of different kinds, including foreigners and therefore, the need to keep such environment very clean and healthy is incontestable. Hotels should also be sited in environments that will not expose guests and workers to some health hazards. A holistic health policy should be developed and implemented to impact positively on the entire sections of the organization including offices, kitchens, bars, bedrooms, toilets, among others.

3. The management and owners of hotels in Nigeria should prioritize staff growth on the jobs they do. In fact it should rank topmost on their priority scale if their target is to achieve organizational effectiveness. Such growth will motivate these staff to do more so that their efforts will be recognized and growth enhanced. The industry should strengthen its performance evaluation policies and formulate policies on job stability such as security of job, promotion of deserving staff or job mobility based on length of service and value addition, among others.

4. It is pertinent for the management to uphold their respect for the rights of their employees. The organizations in the sector should give room to their staff to freely express themselves. The organizations should continue to treat all their staff equally and resolve grievances and disputes promptly. There should be formally spelt out established rules of personal conduct, which are communicated and enforced in each hotel, in compliance with employment laws.

5. Organizations in the hotel sector should streamline their priorities not to focus so much on social relevance in trying to achieve organizational effectiveness because of the need to cut cost. It will be economically unwise for the organizations to concentrate on unnecessary expenditures such as spending much on corporate social responsibilities, which at the end of the day, will not result to the desired level of organizational effectiveness. This does not suffice to say that the hotel sector should neglect its corporate social responsibility but it should not constitute the thrust of organizations' policies aimed at achieving organizational effectiveness in the hotel industry.

6. The hotel industry should avoid a tight work schedule and also ensure a non-stressful workload for their staff. In fact, the 'shift' method practised in these hotels is commendable and should be adopted by organizations in other sectors of the economy such as the banking sector. The shifts allow staff the opportunity to have quality time with members of their families and attend to their private business commitments. In addition, the hotel sector should make use of the information and communication technology (ICT) to promote work flexibility in the sector. As part of its ICT drive, the sector should adopt the telework facilities in order to provide workers the leverage to perform their official jobs while they sit at home so that they will have more time with members of their family.

7. Although there is nothing bad forging cordial relationship between the management cadre and the frontline staff, it is not advisable for organizations in the hotel sector to dissipate their energy on trying to enhance integration among staff and between the staff and the management.

Emphasis should be placed more on other areas of the organization such as enhancing a healthy environment, staff compensation, staff equality and equity, among other issues.

8. The organizations in the hotel sector must place premium on the development of their employees through trainings. Nigerian hotels should invest on staff training with respect to developing the core competencies of these staff in line with global best practices as is obtainable in the hotel industry. After these trainings, appraisal of outcomes should be conducted to understand the level of achievement recorded by the trainees..The hotel industry in Nigeria is therefore, duty bound to train their staff at least once every year. The National Institute of Hospitality and Tourism is also obligated to make it mandatory for all hotels to send their staff for relevant trainings with proof of certification at least once per annum to help the industry attain the desired level of effectiveness.

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